

Neighborhood Oriented Policing

Greensboro Police Department

**Change
is inevitable.
Growth
is optional.**

UnshakeableBelief.com



A glimpse into the future

What's Inside?

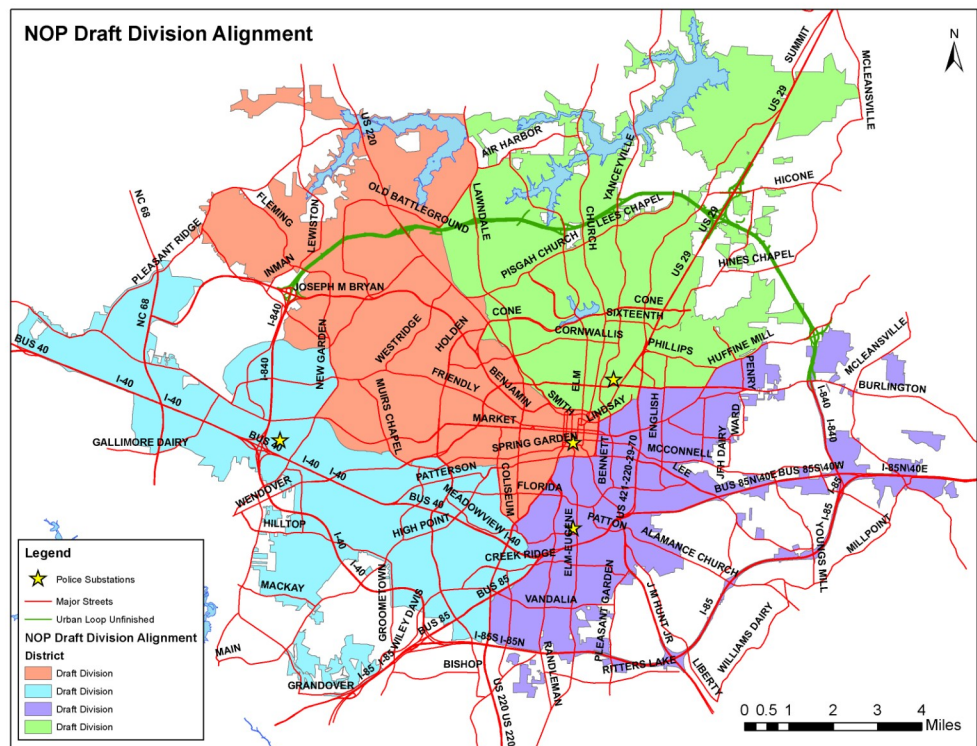
- New Division Boundaries
- Methodology
- Guiding Principles
- Goals
- Problem Solving, Analysis, and Accountability
- A Community Practicing Community

Our Values:

- *Honesty*
- *Integrity*
- *Stewardship*
- *Respect*
- *Trust*
- *Accountability*

**“Doing the right things
the right way
for the right reasons
since 1889”**

NOP Draft Division Alignment



The Story Behind the Lines

The new district boundaries were derived by first creating twelve “work load” balanced response areas. Many considerations went into the development of these areas but the primary considerations were:

Call load—Work load—the Jail—Hospitals—Retail Centers—High

Schools—GHA Properties—the Transportation System—Natural Barriers—Community Integrity—Future Growth (known) - Existing Police Facilities—Recreational Facilities—Colleges and Universities—

Dozens of attempts and corrections by a dedicated team pro-

duced the map depicted here.

Ultimately, we wanted to preserve neighborhood integrity—maintaining your sense of community while creating a greater capacity for your police department to provide exceptional service.



HONESTY Always being truthful, ethical and principled.

INTEGRITY Embodying and firmly adhering to the principles of honor, trustworthiness and moral courage, which are reflected in our interactions with the public, and internally through fair and consistent disciplinary, transfer and assignment, and promotional processes.

STEWARDSHIP Recognizing the responsibility we have for the protection and care of community resources, we will work with a unity of purpose, placing the needs of the community and our mission above our individual needs.

RESPECT Treating all members of our community and our employees with dignity and respect, always acting with compassion and valuing the diversity of our community by building partnerships and relationships.

TRUST Being transparent in our policies and procedures, ensuring they are designed to be fair to the community and our employees and providing all with effective redress for their concerns.

ACCOUNTABILITY Providing leadership throughout the Department in a professional and responsible manner and holding all of our employees accountable for their conduct and effective job performance; including quality of work, knowledge and dedication to our mission.



Guiding Principles

The following guiding principles were used in setting priorities and making decisions for tailoring the implementation of NOP and the Stratified Model.

□ Establish ownership of patrol areas by personnel. Ownership will be seen in the quality of the problem solving responses developed with the community for specific neighborhoods and the results those efforts generate. Patrol deployment and assignment practices will maximize time patrol officers, supervisors, and managers work within their

assigned geographic areas. Although the patrol division is best suited to lead much of the crime reduction efforts of the agency because crime and disorder problems occur at all times and days, support personnel will be cognizant and supportive of the patrol bureau's geographic areas of responsibility.

□ Use problem solving and community engagement when delivering police services. Problem solving, and more specifically stratified problem solving,

is the basis for all that GPD does whether it's a simple call for service or a complex city-wide problem. GPD will lead problem solving but, importantly, will engage the community at every stage of the problem solving process. That is, GPD, in collaboration with the community, will systematically identify and prioritize problems of all types, analyze them to understand their underlying causes, develop tailored responses, and assess whether the efforts have worked.

Guiding Principles (cont)

□ Data-driven decision making. NOP is a data driven process that relies on information about crime and calls for service. One of the fundamental components of the Stratified Policing Model is directing problem solving efforts based on actionable crime analysis. Thus, GPD will use data and analysis along with critical thinking and the wealth of experience of its personnel and community mem-

bers to understand every problem it addresses from crime and disorder in the community to staffing allocation internally.

□ Public safety is the job of all City Departments. Safety in neighborhoods can be impacted by land use, traffic engineering, public works services, community development and just about every other city service. Enlisting City Departments

to participate in NOP is a step toward neighborhood-oriented government in which the City and residents work together systematically to make Greensboro safer. Crime Prevention Through Environmental Design (CPTED) is an example of a crucial component in making communities safe that cannot be implemented by the police alone.

Is what you're doing today getting you closer to where you want to be tomorrow?

Goals

□ Average Priority 1 Calls for Service response time of seven (7) minutes each hour of the day on each day of week in every district which would improve upon the current citywide average of 8.2.

□ Average Priority 2 Calls for Service response time of 12 minutes each hour of the day on each day of week in every district which would be more

consistent than the current citywide average of 11 minutes.

□ 24 minutes per unit per hour (40%) proactive time each hour of the day on each day of week in every district which would be an increase from the citywide 19.7 (35%) now available.

□ At least one unit free at all times in each of the districts to be available to take a call or

respond as a backup.

And finally to minimize cross-zone dispatching so that officers spend more time in their assigned areas of responsibility.



Stratified Model of Problem Solving, Analysis, and Accountability

The Stratified Model is based on the knowledge that for crime reduction strategies to become institutionalized in a police organization, they must be an integral part of the organizational mission and the day-to-day operations, instead of being carried out by a specialized squad, those in the lower ranks, or addressed only as a preparation for or as a result of a meeting. Thus, the Stratified Model is an approach through which problem solving, analysis, and accountability processes are infused into the organizational

structure and daily business of a police agency with the goal of enhancing and increasing effectiveness and efficiency of crime reduction efforts.

All aspects of the Stratified Model and its implementation are based on the stratification of crime reduction strategies by the complexity of the problem being addressed. Although a particular problem can sit between these categories, activities generating police response can be broken down into three temporal categories:

Immediate Activity: Incidents, serious incidents, and significant incidents

Short-Term Activity: Repeat incidents and patterns

Long-Term Activity: Problem locations, problem areas, problem offenders

The Stratified Model specifies which rank is assigned problem solving, specific analysis products and responses, as well as a system of accountability meetings for each type of problem.



A Community Practicing "Community"

Community: *a unified body of individuals.; people with common interests living in a particular area; a group of people with a common characteristic or interest living together within a larger society.*

The practice of "community" is integral to our success as a community. To maintain safety and order in an effective way that is inclusive of neighbor-

hoods, businesses, and others with community interests, we must work together to help each other achieve.

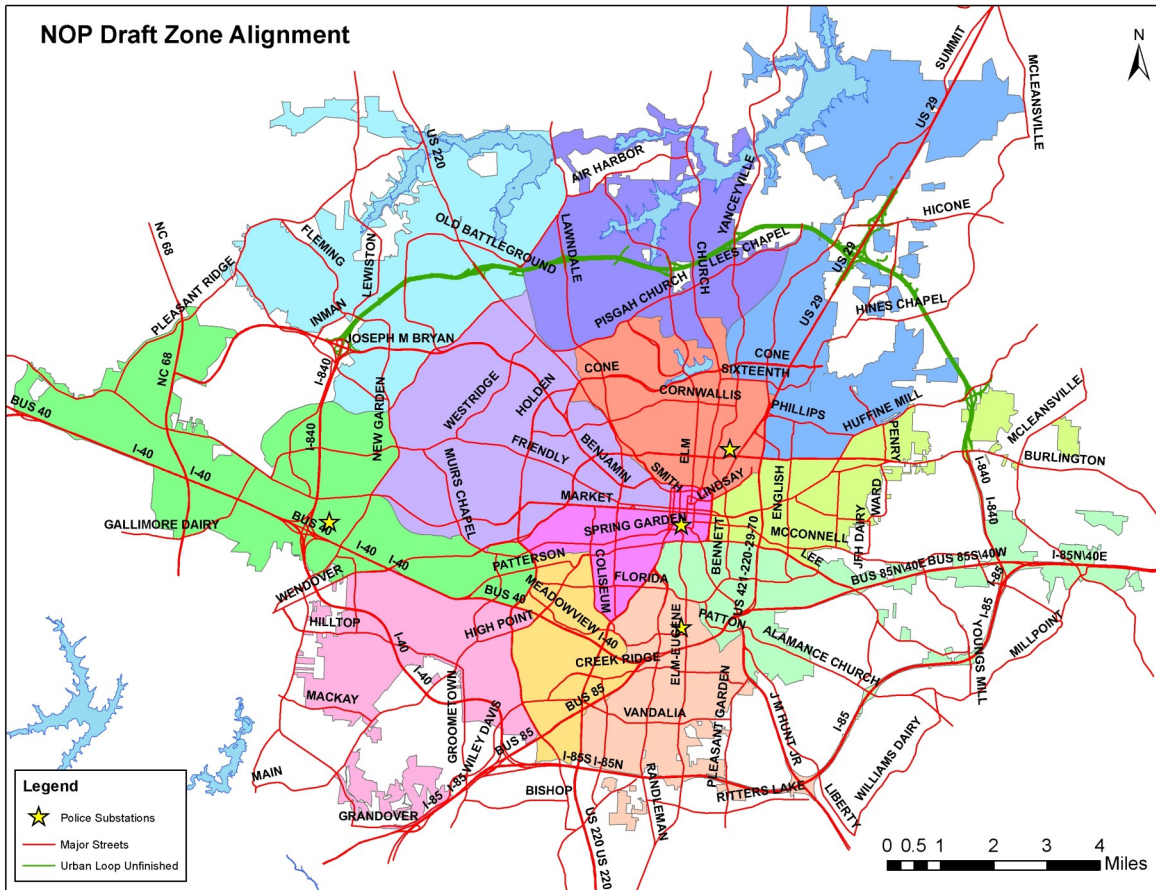
As a Police Department we are responsible for crime prevention, reduction, and an improved quality of life for our community, but we can't accomplish this without your participation.

We'll have to work together to understand our problems and to develop responsible and appropriate responses that remedy them.

This problem solving model helps us help you by creating more proactive time for our officers and by creating an infrastructure to support a collaborative effort based on a proven strategy.

Maintaining a safe community requires a concerted effort by us all to ensure success. The police can't do it alone and in fact desire to work more closely with the community at the neighborhood level to ensure that we have a better understanding of the community's needs and desires. Involving all stakeholders in the problem resolution process provides ownership and a greater level of satisfaction in and understanding of the response outcomes. This is your invitation to join us in making our communities safer.





We're Working Smarter for You

At present, the current structure of four divisions and 23 zones coupled with the fact patrol officers are dispatched on average, only 35% of the time to their assigned zones, does not facilitate problem solving and effective crime reduction in collaboration with residents in neighborhoods. GPD's current configuration limits zone integrity, increases response time for emergency calls and travel time, and does not allow the department to achieve set response standards. Without being assigned to geographic areas within a division, officers function more as teams assigned to shifts rather than as teams that have ownership over a territory. The result is more emphasis on how the teams handle problems during their time on duty rather than how problems are handled comprehensively no matter when they occur. The changes in staffing and deployment and the implementation of the Stratified Model serve to correct these flaws in our current policing model. Ownership means everything and brings a greater sense of pride to the work that we do.

"selfless public service"

The Greensboro Police Department

